

**DEVELOPMENT OF THE EFFECTIVE TRILATERAL COOPERATION
MECHANISM BETWEEN THE MANAGING ORGANIZATION, THE FLAT OWNERS,
AND WITH THE CONTRACTING ORGANIZATION AND MANAGEMENT
OF HOUSING AND UTILITIES IN STAVROPOL REGION**

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The paper presents the results of the municipality bodies' activities analysis in terms of the specific value of energy resources' consumption. The specific value of the energy resources consumption, including the main list of resources, has viewed as the fundamental indicator in this research. Currently, there is a tendency to reduce a value of the identifier consumption of energy resources in the apartment buildings compared to target values. The following factors have detected as such that influencing on the researching indicators: the intention of the owners of apartment buildings to pay less for housing and utilities services; the indicator of a reliable reflection of the amount of consumed communal resources for the maintenance of the apartment buildings' common property.

As a solution, the author proposed to develop the mechanism of effective tripartite interaction between the managing organization, the owners of apartment buildings, and the contracting organization on the provision of services for the maintenance of the apartment buildings' common property.

Keywords: *housing and utilities services, the maintenance of the apartment buildings' common property, trilateral cooperation, quality services, signing agreement.*

**РАЗРАБОТКА ЭФФЕКТИВНОГО МЕХАНИЗМА
ТРЕХСТОРОННЕГО СОТРУДНИЧЕСТВА МЕЖДУ
УПРАВЛЯЮЩЕЙ ОРГАНИЗАЦИЕЙ, СОБСТВЕННИКАМИ КВАРТИР,
А ТАКЖЕ С ПОДРЯДНОЙ ОРГАНИЗАЦИЕЙ И УПРАВЛЕНИЕМ ЖИЛИЩНО-
КОММУНАЛЬНОГО ХОЗЯЙСТВА СТАВРОПОЛЬСКОГО КРАЯ**

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В статье представлены результаты анализа деятельности муниципальных органов власти с точки зрения удельного значения потребления энергоресурсов. Удельная величина потребления энергоресурсов, включая основной перечень ресурсов, рассматривалась в качестве фундаментального показателя в данном исследовании. В настоящее время наблюдается тенденция к снижению значения показателя потребления энергоресурсов в многоквартирных домах по сравнению с целевыми значениями. В качестве таковых были выявлены следующие факторы, влияющие на исследуемые показатели: намерение собственников многоквартирных домов платить меньше за жилищно-коммунальные услуги; показатель достоверного отражения объема потребляемых коммунальных ресурсов на содержание общего имущества многоквартирных домов. В качестве решения автор предложил разработать механизм эффективного трехстороннего взаимодействия между управляющей организацией, собственниками многоквартирных домов и подрядной организацией по оказанию услуг по содержанию общего имущества многоквартирных домов.

Ключевые слова: *жилищно-коммунальные услуги, содержание общего имущества многоквартирных домов, трехстороннее сотрудничество, качественные услуги, подписание соглашения.*

The analysis of the municipality bodies' activities in terms of the specific value of consumption of energy resources was completed on the example of Nevinnomyssk city, Stavropol Region. The aim of the activities of the municipality bodies' is to improve the state of citizens' welfare. It is assessed in the sphere of housing and utilities services (hereinafter HUS): control of resource-supplying organizations to provide an appropriate amount of communal resources; ensuring economical consumption of communal resources through the installation of metering devices.

In the research, indicators were considered as the decisive ones for the sphere of housing and utilities services:

- specific value of consumption of energy resources (energy and thermal energy, water, natural gas) per 1 person living in the apartment buildings (hereinafter AB) 1. As they include the main list of consumption resources by flat owners.

Table 8 presents the data, showing the growth of energy resources per one flat owner for the period 2019–2024.

Table 1

Numbers of unit value of energy resources' consumption of AB

No.	Number of unit value of energy resources' consumption of AB	Unit	Reporting information						Comment
			2019	2020	2021	2022	2023	2024	
Economic development									
Energy saving and energy efficiency improvement									
1	Electric Energy		741,30	718,62	814,88	778,60	770,00	770,00	
2	Thermal energy		0,13	0,13	0,13	0,13	0,13	0,13	
3	Hot water		18,28	18	17,9	17,70	17,60	17,60	
4	Cold water		49,1	49,50	51,94	49,00	49,00	48,50	
5	Natural gas		107,10	107,00	106,96	107,00	107,00	107,00	

In the period 2021–2022, the values of researching indicators compared a decrease to the target indicators. It is explained by the following objective reasons: the installation individual metering devices for utilities resources, increase in the cost of utilities resources, the problematic interaction between the managing organizations and the flat owners on the issue of effective management of AB – a maintaining common property of AB (hereinafter CP AB).

The lack of interaction between the managing organizations and the owners of AB effects on the indicator of the specific value of consumption of energy resources. The managing organization services the internal engineering networks and is responsible for the economical use of energy resources. However, if the managing organization is able to ensure the correct work the internal engineering networks, the flat owner will not be able to consume energy resources economically.

Activities of managing organizations related to the content of the CP AB are regulated by the current legislation of the Russian Federation. For example, a minimum list of services (works) is established according to Decree No. 491 1. It is necessary for ensuring the proper maintenance of the CP AB. The list of services (works) can be different depending on the characteristics of a particular AB and the climatic conditions. However, the minimum list of services (works) is not communicated to the flat owners. As a result, the flat owners do not have information about the list of mandatory services (works), as well as their actual cost. Thus, the flat owners consider the unreasonably high fee for services (works) for the maintenance of the CP AB. As a result, the flat owners have a negative opinion about the activities of the managing organization. That is why, the number of appeals concerning the discrepancy of the service (work) quality increase.

Managing organizations involve contractor organizations for perform the main list of works on the maintenance of the CP AB. It is worth noting that the staff consists only of a manager and an accountant in most managing organizations. The managing organization selects the contractor organization for services (work) at its own discretion, without informing the flat owners.

The Council of the AB is acquainted with the report and the cost of the work only after they are completed. There is a simultaneous increase in the cost of services and a decrease in the cost of their implementation when calculating the cost of services for the maintenance of the CP AB. It reduces the quality of work performed. Consequently, there is a problem of discrepancy between the declared cost of services (works) by managing organizations and the quality of the work performed by them. Accordingly, the number of appeals regarding poor service quality and economically unreasonable service costs in administrative authorities increase 2.

Table 2

The Number of Appeals Regarding Poor Service Quality and Economically Unreasonable Service Costs

No.	Years	Amount of appeals
1	2022	111
2	2021	103
3	2020	98
4	2019	120
5	2018	107

It has been established that about 70% appeals contain claims for low quality of service (work) and overpricing by management organizations 6. The appeals also include complaints that contain data about the flat owners cannot receive complete information on the following issues:

- which contracting organization provided the service (work) for the maintenance of the CP AB;

- what method was used to calculate the cost of services (works) on the content of the CP AB;

- where to get a copy of the contract with the contracting organization;

- where to get acquainted with the act of acceptance of the rendered services (works) on the content of the CP AB.

It is not enough to evaluate the work of managing organizations for comparison of the economic indicators. Therefore, the quality, timing, frequency of the services provided are also important. In addition, owners of flat are also participate in forming the cost services of maintenance common property of blocks of flat. Moreover, owners of flats have the right to control the costs of services to maintenance common property of blocks of flat because the costs including for the payment for services.

The managing organizations establish different costs of the same kinds of work when comparing the cost estimates of the average cost services of maintenance common property of blocks of flat.

The flat owners see only the results performed of the services (works), but they are not always able to assess the completeness of their scope.

The practice shows that if problems have arisen for the maintenance of CP AB, contracting organization difficult to involve a contractor in eliminating problems under warranty obligations due to the following reasons:

- owners' AB move constant from one managing organization to another because they are looking for quality services (works) for the maintenance of CP AB. It creates the risk of losing or not transferring all the documents;

- liquidation of contractors.

The other problem is the control absent for the woks of managing organization with contracting organization. It causes the distrust to the amount of the cost of work included in the contract on the part of the flat owners. The amount of the cost of services for the maintenance of the CP AB is formed by managing organizations with account the cost of services of contracting organization. Thus, it is necessary to control the formation of the cost of services and works.

The managing organization provides a report of performed the services (works) at the reporting annual meeting of the flat owners. The law defines the competence common meeting of the flat owners, but the competence of managing organizations leaves to open.

Many flat owners do not attend meetings due to objective reasons, but they would prefer to actively participate in meetings by using the modern information and communication technologies. In addition, there is a need to timely inform the flat owners about the progress of work using information technology. According to the survey, the flat owners actively use Internet technologies: 43.5% of the respondents are almost constantly online, 55% of the respondents use the Internet every day.

Thus, the empirical basis of this research was the data generated because of a survey of respondents 10:

- survey of flat owners on satisfaction with the services provided by the managing organization in 2022 (N=120), sample of representativeness by age composition: 18–35, 36–55, 56–75 years.
- expert survey of employees of the Ministry of Economic Development of the Stavropol Territory, the Ministry of Housing and Communal Services of the Stavropol Territory, the Department of Housing and Communal Services of the Administration of the City of Nevinnomyssk of the Stavropol Territory, managing organizations, contractors (N=45). The survey was conducted in 2022 in the form of a face-to-face survey.

The empirical base was formed by conducting surveys of representatives of the managing organization, contracting organizations and owners flat. Managing organizations independently include contracts with contracting organizations for the performance certain kinds of services (works) for maintenance equipment of blocks of flat. Owners of flat get the report of costs services on the common meeting. The actions of managing organizations are not inability to control by owners of flat. This situation gets the distrust to the cost services form owners of flat.

In the Russian practice, forming the cost of services for maintenance common property of blocks of flat is characterized by a lack of transparency in the process of the costs' formation. In addition, the characteristics of the contractor the performance of services (works) are not consider. The issue of interaction between the managing organization and contracting organizations, the performance of services (works) is topical problem in the sphere of housing and utilities. It needs a decision. The results of the survey confirm the problem of the lack mechanism for effective interaction between the owners flat and the other organizations while concluding contracts 10.

The current stage of work allows us to conclude that it is necessary to develop a mechanism for effective tripartite interaction between the managing organization [2] and the flat owners, contractors and the Housing and Public Utilities Department in the Stavropol Territory, which involves ensuring the following conditions 11:

- providing the flat owners with complete information on the provision of services (works) for the maintenance of CP AB (cost of services, contractor agreement, terms for the provision of services, assessment of the quality of services);
- improving the quality of services (works) provided by tracking unscrupulous contractors by obtaining an assessment from the flat owner and forming a rating on the provision of services (works) according to the content of the CP AB.
- reduction the number of citizens' appeals to the administrative bodies of the city of Nevinnomyssk, Stavropol Territory regarding the discrepancy between the quality and cost of services (works) for the maintenance of the CP AB.

Thus, the mechanism of effective tripartite interaction will ensure the economic efficiency that will contribute the providing of the services (works) for the maintenance of CP AB of the appropriate quality, capable of satisfying the needs of flat owners in the condition of the fixed budget 12.

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FEATURES OF THE WILDBERRIES MARKETPLACE DEVELOPMENT IN THE REGIONS OF RUSSIA

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The popularity of buying and selling goods online using marketplaces has become widespread in recent years, especially in the context of the COVID–19 pandemic. The majority of the population has found out that using marketplaces is very simple and convenient for both sellers and buyers, and buying something online is now much easier than going to a regular store. The article is devoted to the peculiarities of the development and functioning of such a marketplace as Wildberries, one of the largest online stores in the regions of Russia and some CIS countries.

Keywords: regions of Russia, marketplace, e–commerce, online store, supplier, online sales of goods, digitalization of business processes.

ОСОБЕННОСТИ РАЗВИТИЯ МАРКЕТПЛЕЙСА WILDBERRIES В РЕГИОНАХ РОССИИ

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Популярность купли–продажи товаров онлайн с помощью маркетплейсов получила широкое распространение в последние годы, особенно в условиях пандемии COVID–19.